



DEPARTMENT OF THE ARMY
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
600 ARMY PENTAGON
WASHINGTON, DC 20310-0600

DAIM-ZA

MAY 31 2007

MEMORANDUM FOR

Deputy Commanding General, Installation Management Command (IMCOM) (IMPL-Q)
Installation Management Command Army Reserve Directorate (IMAR)
Director, Army National Guard (NGB-ARZ)

SUBJECT: Army Communities of Excellence (ACOE) Program Policy

1. References:

- a. AR 5-1, Total Army Quality Management, dated 15 March 2002.
- b. 2007 National Malcolm Baldrige Quality Program Criteria for Performance Excellence, published by the National Institutes of Standards and Technology, Technology Administration, US Department of Commerce.
- c. Assistant Chief of Staff for Installation Management memorandum dated 02 December 2005 with a List of Installations, enclosure 1.

2. Background. ACOE Program recognizes performance excellence by Army installations/communities by assessing all components and dimensions of installation management and is consistent with the tenets outlined in reference a. By using Malcolm Baldrige (reference b) as the framework for performance assessment, the ACOE program helps participating Army installations/communities focus on providing excellence in facilities and services in support of Soldiers, their Families, and their units. Malcolm Baldrige based performance assessments provide opportunities to identify best practices in installation management and reveal potential opportunities to apply appropriate performance improvement tools such as Lean Six Sigma.

3. Program Structure. Army installations/communities eligible to compete for the ACOE awards are listed in enclosure 1 (Installations Active; Installations Reserves, Army National Guard Installations; Army Materiel Command Installations and Installations Other). Army National Guard and Army Reserve activities focused on installation management but not eligible for installation/community awards may compete for the special category awards.

4. Recognition/Awards. There are five awards for the ACOE Program 1st; 2nd; and 3rd place installation/community awards; and, two special category awards, one for the Army National Guard Joint Force Headquarters State, and one for the US Army

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Reserve Regional Readiness Command. The monetary award associated with each are as follows:

a. Awards: 1st Place \$2M; 2nd Place \$1M; 3rd Place \$750K; Special Category, Army National Guard \$750K; and, US Army Reserves Regional Readiness Command \$750K.

b. These levels will remain in place for FY08. For FY09, components will have the flexibility to distribute awards differently and in order to do so, should explore recognition and incentive plans that will allow for better utilization of resources while aligning key elements of the program. Broader performance recognition and use of incentives will ensure that the program remains focused on continuous process improvement.

5. Repeat Winners. Installations/communities receiving first place or Special Category awards are not eligible to compete in the ACOE Award Program for two award years following the year of their award. Second and third place award recipients remain eligible and are encouraged to compete the following year.

6. ACOE Award Funds Guidance. Award funds are awarded following the annual award ceremony shortly after the month of October in the same calendar year, subject to budget conditions. These award funds are not factored in the winning installation's budget formulation and shall be used to benefit the entire installation/community. Use of award funds must also be consistent with the ACOE program's intent of facilitating continuous improvement in installation management. Award funds shall not be used for incentive awards for individuals or to cover mission shortfalls. Previous to this fiscal year (FY07), award funds were Organization Maintenance Activity (OMA) funds governed by OMA rules and regulations. Starting this fiscal year (FY07), ACOE award funds shall be used for projects that produce enduring beneficial change for quality of life of the resident community and of stakeholders of winning installations. With this, components now have the flexibility to use award dollars as OMA; Sustainment, Restoration, and Modernization (SRM) funds; and/or for internal incentive programs. Upon completion of any award-based project, the installation shall provide to Office of the Assistant Chief of Staff for Installation Management (OACSIM), DAIM-ZS, a project report documenting the improvements accomplished by the project.

7. Command Certification Requirements. Each application package will include a Command certification of compliance with the following eligibility requirements: master planning capability and real property planning component IAW AR 210-20 and Real Property Management Controls in place consistent with AR 405-45.

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8. Training. HQ IMCOM, Army National Guard and the Army Reserves will develop a program of instruction (POI) to ensure consistent understanding and application of the Malcolm Baldrige program criteria for all Army installations. Training opportunities will be made available by HQ IMCOM to the Army National Guard and Army Reserve instructors to ensure component training is in alignment with HQ IMCOM ACOE POI standards.

9. Feed Reports. The sustainment of continuous improvement efforts is directly tied to the timeliness of feedback.

a. Feedback reports for all finalists will be available for distribution following HQDA approval and announcement of ACOE winners.

b. Feedback reports for all other participating installations/communities will be available NLT 45 days after the conclusion of each component's Judges Panel. This is typically by the end of February.

10. Responsibilities. Specific responsibilities for HQ IMCOM, Army National Guard and Army Reserve are listed in enclosure 2.

11. Point of contact is Ms. Veronica Rines, Program Manager for ACOE Policy, (703) 601-2545, email: veronica.rines@hqda.army.mil.

Encl
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CF:
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INSTALLATION/COMMUNITIES

ABERDEEN PROVING GROUND
ANNISTON ARMY DEPOT
BLUE GRASS ARMY DEPOT
CAMP ASHLAND
CAMP ATTERBURY
CAMP BEAUREGARD
CAMP BLANDING
CAMP CASEY
CAMP CROWDER NEOSHO
CAMP DAWSON - KINGWOOD
CAMP DODGE JOHNSTON
CAMP EDWARDS
CAMP GRAFTON
CAMP GRAYLING
CAMP GRUBER
CAMP GUERNSEY
CAMP HENRY
CAMP HUMPHREYS
CAMP JOSEPH T ROBINSON
CAMP MAXEY
CAMP MCCAIN
CAMP MINDEN
CAMP PERRY
CAMP RAPID
CAMP RED CLOUD
CAMP RILEA
CAMP RIPLEY
CAMP ROBERTS
CAMP SAN LUIS OBISPO
CAMP SANTIAGO
CAMP SHELBY
CAMP SMITH
CAMP SWIFT
CAMP WILLIAMS
CAMP ZAMA
CARLISLE BARRACKS
COMBAT SUPPORT TRAINING CENTER AND CAMP PARKS
CORPUS CHRISTI ARMY DEPOT
CRANE ARMY AMMUNITION ACTIVITY
DESERET CHEMICAL DEPOT
DETROIT ARSENAL
DUGWAY PROVING GROUND
ETHAN ALLEN RANGE
FORT A P HILL
FORT BELVOIR
FORT BENNING
FORT BLISS
FORT BRAGG
FORT BUCHANAN

FORT CAMPBELL
FORT CARSON
FORT CHAFFEE TRAINING CENTER
FORT CUSTER TRAINING CENTER
FORT DETRICK
FORT DIX
FORT DRUM
FORT EUSTIS
FORT GEORGE G MEADE
FORT GORDON
FORT GREELY
FORT HAMILTON
FORT HOOD
FORT HUACHUCA
FORT INDIANTOWN GAP TRAINING SITE
FORT JACKSON
FORT KNOX
FORT LEAVENWORTH
FORT LEE
FORT LEONARD WOOD
FORT LEWIS
FORT MCCLELLAN TRAINING CENTER
FORT MCCOY
FORT MCPHERSON
FORT MONMOUTH
FORT MONROE
FORT MYER
FORT PICKETT TRAINING CENTER
FORT POLK
FORT RICHARDSON
FORT RILEY
FORT RUCKER
FORT SAM HOUSTON
FORT SHAFTER
FORT SILL
FORT STEWART
FORT WAINWRIGHT
FORT WM HENRY HARRISON TRAINING SITE
FORT WOLTERS TRAINING CENTER
GREENLIEF TRAINING SITE
HAWTHORNE ARMY DEPOT
HOLSTON ARMY AMMUNITION PLANT
IOWA ARMY AMMUNITION PLANT
JOINT SYSTEM MANUFACTURING CENTER LIMA
KANSAS ARMY AMMUNITION PLANT
LAKE CITY ARMY AMMUNITION PLANT
LETTERKENNY ARMY DEPOT
LONE STAR ARMY AMMUNITION PLANT
MARSEILLIES TRAINING SITE
MCALESTER ARMY AMMUNITION PLANT
MILAN ARMY AMMUNITION PLANT

MILITARY OCEAN TERMINAL CONCORD
MILITARY OCEAN TERMINAL SUNNY POINT
MISSISSIPPI ARMY AMMUNITION PLANT
NATIONAL TRAINING CENTER AND FORT IRWIN
NEWPORT CHEMICAL DEPOT
ORCHARD RANGE
PICATINNY ARSENAL
PINE BLUFF ARSENAL
PRESIDIO OF MONTEREY
PUEBLO CHEMICAL DEPOT
RADFORD ARMY AMMUNITION PLANT
RAVENNA TRAINING AND LOGISTICS SITE
RED RIVER ARMY DEPOT
REDSTONE ARSENAL
RIVERBANK ARMY AMMUNITION PLANT
ROCK ISLAND ARSENAL
SALINA SMOKEY HILL TRAINING SITE
SCHOFIELD BARRACKS
SCRANTON ARMY AMMUNITION PLANT
SIERRA ARMY DEPOT
STONES RANCH MILITARY RESERVATION
TOBYHANNA ARMY DEPOT
TOOELE ARMY DEPOT
UMATILLA CHEMICAL DEPOT
US ARMY GARRISON ANSBACH
US ARMY GARRISON BAMBERG
US ARMY GARRISON BAUMHOLDER
US ARMY GARRISON BENELUX
US ARMY GARRISON DARMSTADT
US ARMY GARRISON GIESSEN
US ARMY GARRISON GRAFENWOEHR
US ARMY GARRISON HEIDELBERG
US ARMY GARRISON HESSEN
US ARMY GARRISON HOHENFELS
US ARMY GARRISON KAISERSLAUTERN
US ARMY GARRISON LIVORNO
US ARMY GARRISON MANNHEIM
US ARMY GARRISON MIAMI
US ARMY GARRISON SCHINNEN
US ARMY GARRISON SCHWEINFURT
US ARMY GARRISON STUTTGART
US ARMY GARRISON VICENZA
US ARMY GARRISON WIESBADEN
US ARMY KWAJALEIN ATOLL
US ARMY RESEARCH LABORATORY ADELPHI
US ARMY SOLDIER SYSTEMS CENTER NATICK
VOLUNTEER TRAINING SITE CATOOSA
VOLUNTEER TRAINING SITE MILAN
VOLUNTEER TRAINING SITE TULLAHOMA
WALTER REED ARMY MEDICAL CENTER
WATERVLIET ARSENAL

WEST POINT MILITARY RESERVATION
WH FORD REGIONAL TRAINING CENTER
WHITE SANDS MISSILE RANGE
YONGSAN GARRISON
YUMA PROVING GROUND

Army Communities of Excellence (ACOE)
Installation Management Command Headquarters Responsibilities

The following is a list of responsibilities that HQ IMCOM will execute for the Army Communities of Excellence (ACOE) Policy. HQ, IMCOM is responsible for conducting a fair and equitable assessment process for each candidate from enclosure 1 that meets HQDA's eligibility requirements. Conduct annual ACOE Award Ceremony and recognize the Active, Army National Guard, and Army Reserve winners as stage participants. Beginning in FY08 IMCOM will begin transitioning the ACOE Award Ceremony over to DAIM-ZS. In FY09 DAIM-ZS will assume the responsibility of conducting and recognizing IMCOM, Army National Guard, and Army Reserve

(1) Provide IMCOM installations/communities, listed on enclosure 1, guidance on preparing ACOE applications consistent with eligibility and self-assessment requirements.

(2) Execute a Design for Six Sigma (DFSS) project that includes a pilot application evaluation process in parallel to the current ACOE boarding process in FY08. The project will identify the processes, resources, and time requirements necessary to conduct the new ACOE boarding process using IMCOM Organizational Self-Assessment Feedback Reports in lieu of the traditional narrative for Categories one through six of the application. The intent of the project is to pilot the process and fully transition to the new process in FY09.

(3) Develop and deploy a Program of Instruction (POI) to support implementation of the ACOE Award Program. The POI shall ensure uniformity and consistency in the understanding and application of the Army Performance Improvement Criteria (APIC), which is based on the Criteria for Performance Excellence of the Baldrige National Quality Program.

(4) Develop and deliver training based on the POI. The training program shall optimize training opportunities to develop an APIC/Baldrige body of knowledge among garrisons and Region ACOE Program Managers, facilitate APIC/Baldrige-based self-assessments by garrison and ACOE application preparation, and develop a pool of potential ACOE examiners. The training will integrate corporate management process and performance improvement tools including but not limited to Lean Six Sigma.

(5) IMCOM will continue to conduct mandatory annual APIC/Baldrige-based self assessments for all IMCOM installations/communities and across all levels of the IMCOM organization. The program must provide self-assessment capability for all IMCOM installations, including those not participating in the ACOE award program.

Experience shows that ACOE winning installations are agile in nature, seek efficiency in operation, and streamline processes. Self-assessment results can be used to cost-effectively identify "Best Practices" within IMCOM for sharing and to identify improvement opportunities for installation/community management practices using the Lean Six Sigma or other appropriate improvement methodologies. Annual assessments shall be completed by IMCOM suspense date to the installations.

(6) Establish in a Memorandum of Instruction (MOI) the proper application submission guidelines, submission suspense deadlines, and evaluation milestones for application evaluations, site visits, and judges panel to provide a report of winners to DAIM-ZS by the third Friday in the month of January each year.

(7) Review submissions for installation/community awards to ensure that eligibility certification and APIC/Baldrige self-assessment requirements are satisfied.

(8) Solicit for, recruit, and train sufficient qualified examiners to cover the number of applications received for the installation/community award.

(9) IMCOM HQ will provide a Concept Brief to the DAIM-ZS (OACSIM) by mid March each year on the award ceremony.

(10) Installation/communities shall not out-source the writing of their applications for the ACOE Award Program. Writing the application is in itself a self-assessment and it is critical that installation/community personnel, especially senior leadership, be thoroughly involved in the development of the application package.

Army National Guard Army Communities of Excellence (ACOE) Responsibilities

The following is a list of the responsibilities that the Army National Guard will execute for the ACOE Policy:

(1) Ensure that submitting units comply with the eligibility and self-assessment requirements, and have conducted self-assessments in compliance with the Army Performance of Improvement Criteria.

(2) Provide a letter to DAIM-ZS and IMCOM from the Director, Army National Guard documenting the primary and alternate winners for the ACOE Program Army National Guard Special Category no later than the third Friday in the month of January year.

(3) Obtain and train sufficient examiners to provide fair and equitable evaluation of applications received for the Special Category award.

(4) Ensure training conducted by Army National Guard to support the ACOE Award Program complies with IMCOM Program of Instruction standards.

(5) Ensure that all applications in the National Guard Special Category include a three to four page appendix which outlines the actions taken to address the organization's Opportunities for Improvement (OFIs) from the previous year's submission, if applicable. The OFI Appendix will not count against the allowed number of pages for the main body of the submission or the Organizational Profile.

(6) ARNG ACOE Program Manager Office will publish "Best Practices" on Guard Knowledge Online Organization Development Office web page.

(7) Installation/communities shall not out-source the writing of their applications for the ACOE Award Program. Writing the application is in itself a self-assessment and it is critical that installation/community personnel, especially senior leadership, be thoroughly involved in the development of the application package.

Army Reserve Army Communities of Excellence (ACOE) FY07 Responsibilities

The following is a list of responsibilities that the Army Reserve will execute through the IMCOM-ARO for the FY07 ACOE Policy.

(1) Ensure competing units comply with eligibility and self-assessment requirements and have conduct self-assessments in compliance with Army Performance Improvement Criteria and provide both a primary and alternate winner to HQDA, OACSIM.

(2) Provide a letter to IMCOM and OACSIM (DAIM-ZS) from the Director, IMCOM-ARO documenting the primary and alternate winners of the ACOE Program USAR Special Category no later than the third Friday in the month of January each year.

(3) Obtain and train sufficient examiners to provide fair and equitable evaluation of applications received for the Special Category award.

(4) Ensure training conducted by Army Reserve to support the ACOE Award Program complies with IMCOM Program of Instruction standards.

(5) Ensure that all applications in the Army Reserve Special Category include a three to four page appendix which outlines the actions taken to address the organization's Opportunities for Improvement (OFIs) from the previous year's submission, if applicable. The OFI Appendix will not count against the allowed number of pages for the main body of the submission or the Organizational Profile.

(6) Army Reserves ACOE Program Manager Office will publish "Best Practices" on Guard Knowledge Online Organization Development Office web page.

(7) Installation/communities shall not out-source the writing of their applications for the ACOE Award Program. Writing the application is in itself a self-assessment and it is critical that installation/community personnel, especially senior leadership, be thoroughly involved in the development of the application package.